

# Reentry Facility Thrives Under Inspired Leader

By Jessica Rayborn

This year will be Michael Lloyd's 26th in corrections. He has risen through the leadership ranks, from correctional officer to correctional counselor to case work manager, and on up to his current role as director of transitional facilities and community-based programs for the Indiana Department of Correction. But his title and experience have not jaded this corrections veteran — Lloyd continues to seek out improved ways to treat and manage offenders, implement programs, build community relationships, and develop his staff to their maximum potential.

In 1986, Lloyd moved to Indiana after serving three years as a correctional officer in Springfield, Ill., and began working full time while attending Indiana University – Purdue University in Indianapolis. Since that time, Lloyd has held numerous correctional positions, including correctional officer, correctional sergeant, training officer, correctional counselor, correctional casework manager, deputy director of operations, and superintendent of the Plainfield Re-Entry Educational Facility (PREF).

PREF was established for adult male felony offenders, with the goal of preparing them to reenter society as accountable citizens. The facility is a living environment similar to a college campus, but without all the freedoms. Offenders must wake up on time, report to work or school at their assigned time, eat during the hour assigned for meals — protocols that are maintained in most secure facilities. The differences with PREF are subtle, but they become apparent in staff and offender interactions. As superintendent, Lloyd recruited strong, well-tempered individuals, who helped him operate the facility with his own distinct vision. To

illustrate this vision, Lloyd presents a scenario in which a staff member encounters a resident with his shirt untucked. The employee's reaction must strike the right balance between "rough love" and enabling; don't write the resident up, and don't tuck in the shirt for him. "First, teach them to tuck in their shirts," Lloyd said, because "it is possible no one ever taught them before."

Lloyd encourages staff to be coaches, mentors and role models. They treat residents with respect, and require it in return. As superintendent, Lloyd increased his knowledge of staff development, and sees it as his main responsibility to manage and lead staff in a way that will make them productive employees. The positive effects of this management style are apparent to Lloyd when he sees his staff empowered to try new methods to prepare offenders for release.

The success of Plainfield is evident in the numbers — it has the lowest recidivism rate of any Indiana correctional facility. Under Lloyd, PREF and the town of Plainfield were recently awarded the Local Government Cooperation Award by the Indiana Association of Cities and Towns. Plainfield worked with the town to repair sidewalks, and it leased land for a youth recreational sports park. The success is also evident in the letters, phone calls and e-mails Lloyd receives from ex-offenders who completed the program and are succeeding in the community as a result.

As director of transitional facilities and community-based programs, Lloyd is responsible for overseeing community corrections in 74 counties. He also develops and implements many new programs, which include a partnership with the Indi-

## Best in the Business



Michael Lloyd

ana Department of Transportation, where resident offenders are given the opportunity to work on a trial basis while incarcerated, with the possibility of a full-time position after release.

Lloyd epitomizes what it means to be a good leader through his hard work and leadership. He instills pride in his employees, and as a mentor and coach, he leads by example. He works to improve the lives of the men and women under community supervision in Indiana, as well as the careers of the staff he supervises by teaching them the skills that he has learned throughout his experiences.

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